

A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from the NOVA – School of Business and Economics.

Developing and Optimizing a B2B Sales Process: The Case of Uber Portugal

Tomás Baptista Valbom
#3446

A Project carried out on the Master in Management Program, under the supervision of:

Professor Luís Manuel da Silva Rodrigues

3/01/2018

Abstract

This research paper aims to present the outcome of a 6-month internship of exclusive dedication to building and optimizing a B2B sales process for Uber's corporate product in Portugal, Uber for Business. From a team of two recent graduates and given the human resources allocated to this project, a 4-stage outbound focused process emerged. Henceforward, Uber's corporate team keeps analyzing new models that could help streamline the sales process as well as make it scalable and replicable in other geographies where the company operates.

Keywords: Sales Process; Sales strategy, Pipeline management, Account management.

Table of Contents

Table of Contents	2
Introduction	4
Initial context	4
The emergence of Uber in Portugal	4
Legal context	5
Problem identification	7
Literature Review	8
The importance of a formal sales process	10
CRM's impact on B2B Sales Professionals' Performance and Collaboration	11
Uber's success analyzed through Porter's Diamond Model	12
Uber for Business in the context of a Blue Ocean Strategy	15
Theoretical Application	17
SWOT framework in the context of Uber Portugal	17
Case Discussion	19
Prospecting	19
Qualification	20
Proposal	21
Closing	22
Next Steps	24
Bibliography	25

Introduction

Initial context

Disruption happens to be one of the most written and spelled words when describing the last decade of technological advancements and economic development. However, even though most entrepreneurs in Silicon Valley and other technological hubs tend to use this term, most of them are not consciously aware of its intrinsic meaning.

Uber is the perfect example of a company considered to be one of the most disruptive from modern economy. *Uber Technologies Inc.*, founded in 2009 by Travis Kalanick and Garrett Camp, is a smartphone-enabled 'ride-hailing' service which connects riders - *i.e.*, consumers with smartphones with a mobility need - with drivers - *i.e.*, individuals or companies that own a car and have all the legal requirements to transport riders - through an app-based model.

With Uber, ride-hailing and payment are all handled through a smartphone app, eliminating cash or lack of change. Through the Uber app, riders have access to a series of features such as knowing beforehand the cheapest trajectory suggested, driver ratings after each trip and split fare, allowing consumers to share the cost of a trip with a friend or relative.

The emergence of Uber in Portugal

Uber celebrated its first trip in Portugal on the 4th of July 2014 through a 16 minute trip from Picoas to Restauradores. The Portuguese operation started strictly offering its uberBLACK product, consisting of high-end cars and a special attention to detail from each driver. In the same year, more precisely on the 14th of December 2014, the company extended its product portfolio through the addition of UberX, providing its most affordable Uber experience to all riders with a price point that could surpass the cost of a taxi service.

Legal context

The following paragraphs describe the student's view on the matter, not representing by any means Uber's position and/or any sort of official statement.

Explaining what Uber is helps someone who is not familiar with the company to understand and construct a fairground for what will be further discussed. However, especially targeting the readers who are experienced or have an idea of what the company is, it is believed to be as important to mention common misunderstandings as to what Uber is not.

First and foremost, Uber is not a transportation company. The company created a marketplace that has been able to match the interests of riders and drivers, not owning a single car. The actual transportation service is provided by local companies or individuals that have taken advantage of the platform to obtain an additional income or to find a solution to unemployment as they can connect themselves and leave the platform as they wish.

Secondly, Uber does not provide taxi services. A taxi service has associated a number of obligations - but also benefits - that are different from what Uber drivers have to comply with. One of the most visible examples is that Uber riders cannot hail to get an Uber. Trips are requested through the app, being the only way to request an Uber. Besides, Ubers cannot ride on bus lanes such as taxis. Given that Uber does not provide a taxi service, Uber drivers do not own the same licenses as a taxi does.

The aforementioned information becomes particularly relevant when analyzing the present context of Uber Portugal. As of January 2018, there is still no legal reference to help shape and define the operation of companies such as Uber in Portugal. This does not mean that its operation is illegal, when in fact it is not, as the companies providing the transportation service are existing Portuguese companies with all the necessary licenses and conditions to operate in the country. It is also worth mentioning that most Uber partners already existed before Uber did. To

most, the company has simply become a mean of monetizing their existing assets and investments.

Uber for Business

Having the possibility of adding what is still called a “Business Profile” to a rider’s account served well consumers looking for a way to separate trips taken on a personal from a corporate context. However, companies still had no visibility or insights on how their ground transportation expenses had been conducted and if employees were using Uber in a professional context. Even for employees with no credit card for expensing, paying their corporate trips with their personal card was not an ideal user experience. As a result, it was clear that there was still a lot to be done in terms of designing a product that satisfied both stakeholders. On the 29th of July 2014, Uber for Business became a reality.

Uber for Business - also called U4B - is the company’s take on a market that was worth \$250 billion in 2015, according to Certify. Simply put, U4B is a business-to-business product that centralizes the company’s ground transportation into a single, intuitive and automated platform, while providing its employees an efficient, safe and optimized experience, eliminating refunds and expensing processes.

Uber for Business adds value to its customers on three main dimensions:

- **Efficiency and cost reduction** - besides centralizing expenses and eliminating employee refund, generally speaking, Uber is a more affordable alternative to taxis. If in Portugal this difference can go up to 20% savings, it can reach 40% in regions such as France or the UK.
- **Transparency and control** - the product shares detailed information regarding trips taken by each employee (*i.e., route, invoice, duration, Uber product, cost, expense code*) and provides monthly reports and excel files with all information in an editable format, so that the company can extract relevant conclusions regarding their ground transportation expenses.

- **Simplicity** - this is a centralized solution. All information is accessible to the account admins in a single dashboard.

Even though this product emerged in 2014, most of the cities where Uber is operating still don't have an Uber for Business team. Regarding EMEA, as of January 2018, there have been only a handful of countries that have either allocated or invested their resources onto this opportunity. In fact, the Uber for Business Portuguese team, created on the 13th of February 2017, has been the first country to create a local team reporting their operation locally and not to a centralized Uber for Business team located in Amsterdam, where the company's EMEA headquarters are located.

Problem identification

Undoubtedly, there is a measurable potential in the development of Uber for Business. However, creating a business-to-business product practically means that a different company has to emerge and sales reps have to be hired.

As a result, Uber Portugal decided to invest their local resources into this opportunity by hiring two interns as Sales Development Representatives (SDRs), both recent graduates from the Masters in Management program of Nova School of Business and Economics. Underlying their internship as the first members of a local corporate team is the clear ambition to take the first steps in the direction of building the adequate sales structure and process of a regional corporate team without the compromise and cost of hiring senior profiles when there was still no guarantees of success.

Concluding, the following paper will focus on the results achieved with the creation, development and optimization of the Uber for Business sales process in Portugal, through a period of 6 months.

Literature Review

How disruptive technologies are impacting sales organizations

Generally speaking, sales organizations haven't been known for being in the tip of the wave of innovation. Multiple companies have actually turned this fact into a business opportunity. CSO Insights, the research division of the Miller Heiman Group, is exploring this opportunity by providing sales leaders research, data, expertise, and best practices required to improve sales performance.

According to CSO Insights' 2016 Sales Enablement Optimization Study, salespeople are only spending 35.9% of their time selling, with the rest of their week consumed by administrative tasks. These numbers show how much disrupting sales processes must become a company priority. In fact, most companies have prioritized a series of objectives, with the end goal of increasing sales rep productivity. Below are the top 5 productivity goals gathered from the CSO 2016 study:

- **Decrease salesperson ramp-up time to full productivity**
- **Increase available selling time**
- **Increase salesperson/client communications**
- **Streamline the opportunity management process**
- **Reduce admin burden on salespeople**

The aforementioned numbers show a clear opportunity to disrupt how companies are structuring their sales process. With the advancements in Artificial Intelligence and Machine Learning technology, most administrative activities will be optimized and sales reps will in fact have more time to be concentrated in the tasks that deliver the most value to the company. While technology will be bringing efficiency and drive employee productivity, one can also argue that

most sales reps focused in less strategic sales processes could see their work being automated or carried out by a digital marketing push. In order to understand up to what extend is this hypothesis taking shape, the LinkedIn Sales Navigator team has shared some data that could already help to extract relevant conclusions.

Firstly, when analysing the share of a 1000 employees from Sales and Marketing roles in a company in 2015, 811 were salespeople and 189 were marketers. In 2017, from the same 1000 employees, 803 were salespeople (-1%) and 197 were marketers (+4%). As a result, even though sales roles have in fact declined over these last two years, the variations are somewhat small. As a result, assuming that there is statistically significant and measurable shift occurring in the market may be precocious. Secondly, what LinkedIn researchers have found was a significant shift in the set of skills demanded by recruiters, moving to greater interest in a more strategic skill set from the customer relationship continuum:

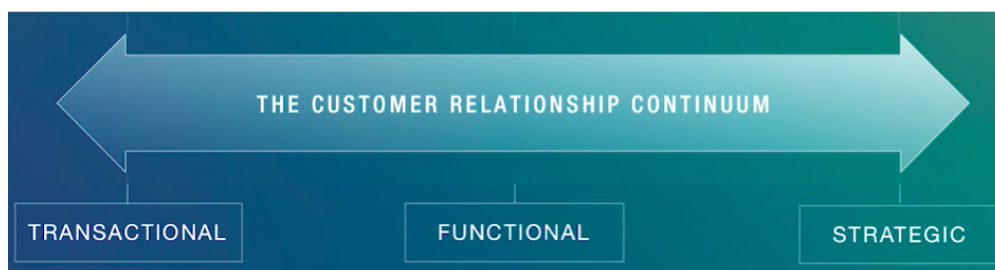


Figure 1: Customer Relationship Continuum

Simply put, whereas 49% of LinkedIn sales profiles have transactional skills tagged in their profiles, only 1.5% of all sales profiles on LinkedIn list strategic skill sets as part of their competencies.

While a lack of supply can already give us a hint on how rare these skills are, the company confirms that, according to its data, candidates with a more strategic set of skills are 3 times (3x) more in demand than transactional sales skills.

All in all, data shows that recruiters on LinkedIn show higher interest in those who can elevate the relationships with the target buyer and manage the complexity of the increased expectations they have. As such, one can argue that salespeople must concentrate their efforts into acquiring a more strategic set of skills, in order to still be able to add more value than what a robot could, therefore, surviving the digital and technological disruption.

The importance of a formal sales process

Reputable papers and articles reinforcing the impact of developing a structured and efficient sales process as not just a source of competitive advantage, but as a substantial revenue growth trigger are no longer secrets and have, in fact, been democratized during the last decades.

In January 2015, Harvard Business Review was precisely raising awareness to the topic by firstly sharing the conclusions of research conducted by Vantage Point Performance and the Sales Management Association. By surveying 62 B2B companies, 39% of which with revenues higher than \$1 billion, the study highlighted that 44% of executives believe their company is not capable of managing their sales pipeline.

More discouraging is the fact that, through HBR's own research, it was found a direct correlation between effective pipeline management and strong revenue growth. Executives were asked to not just rate their company's YoY change in revenue but also to rate pipeline management effectiveness. On a scale of 1 to 7, companies that admitted having inefficient pipeline management had an average growth rate of about 4.6 whereas effective pipeline managed companies scored 5.3, a significant increase of 0.7 ppts. Lastly, the article ends by mentioning three best practices that the most successful sales forces have in common:

- **Clearly defined sales process** - simply put, companies were more effective at managing their pipeline if they had invested in defining every stage of the process. In fact, companies that

devoted their time into a formal sales process had 18% difference in revenue growth when compared to those that did not.

- **Spend at least 3 hours a month on pipeline management** - pipeline management discussions should revolve around analyzing the overall health of each rep's pipelines and how can they close more deals successfully than covering expected revenues and close dates. Companies that implemented this practice saw 11% greater revenue growth than those devoting fewer hours.
- **Train sales managers on pipeline management** - 61% of executives admit their sales managers don't have the necessary training in pipeline management strategies and techniques. Once again, results are clear. Companies with trained managers saw their revenue grow 9% faster than those that did not.

In spite of the aforementioned benefits of having a formal sales process, data from Objective Management Group (OMG) shows that 68% of all salespeople do not follow a sales process.

All in all, efforts to turn efficient sales processes into a reality amongst sales departments must increase dramatically. As research is abundant and clear over its benefits, resources must be placed into actively displaying these advantages to sales managers and representatives so as to make them feel tempted to start developing their processes amongst their own companies.

CRM's impact on B2B Sales Professionals' Performance and Collaboration

Sales research, generally speaking, approached technology adoption from an acceptance and diffusion perspective. Back in 2011, Michael Rodriguez and Earl D. Honeycutt Jr. decided to shift the traditional approach, acknowledging the need of business-to-business firms to understand how can technology improve their sales team's productivity. As a result, the authors

decided to explore the effect of Customer Relationship Management (CRM) on B2B sales professionals' aptness to collaborate with internal stakeholders, but also to assess the relationship between CRM utilization and sales performance.

By surveying 115 B2B professionals and collecting 70 usable responses, the study found empirical evidence that CRM adoption and utilization positively impacts sales performance, sales effectiveness, and collaboration. As a partial mediator, collaboration acted as a positive contributor to CRM utilization's effect on sales performance, however did not affect the effectiveness of the sales process.

This study shows that the use of CRM technology can make a sales team more effective and efficient. Secondly, as increased collaboration positively mediates sales performance, sales managers should emphasize that CRM leads to higher performance for both an individual and company level.

Uber's success analyzed through Porter's Diamond Model

It is fair to say that companies - excluding non-profit organizations - have always been designed to generate profit. From basic economics, corporations are told that their success and sustainability in the marketplace will in the long term be dependent on how profitable they can be running their operation. However, one can argue that the rationale is changing. Forbes' contributor Jon Markman has even mentioned that "Profits are so yesterday".

Modern economy seems to be changing the approach to running a business and the path to becoming the dominant player in most industries. There is no denial that younger corporations are increasingly focusing their short term efforts on growth and vision as opposed to profitability. To a certain extent, investing in a company operating at break-even or that has just announced

millions in losses has become somewhat accepted, as long they are investing the money wisely into the development of groundbreaking innovation.

Tech giant Amazon is considered to be one of the founders of this new relationship between companies and investors: in May 2017, Amazon has become the fourth-largest public company at almost \$470 billion in market capitalization with only two decades of existence. Their net income has only been positive for eight straight quarters, a never-achieved milestone for the company. Simply put, Amazon understood that profits are enemies of growth and innovation. As NYU business professor Scott Galloway mentions, “They’ve figured out that they don’t need to run the company for profits and once it becomes profitable it’s like getting an addict hooked on heroin and there’s no taking it away”

Whether this new modern economy approach will keep its head above water is still not clear. What is interesting though, is that this new concept does not collide with what was mentioned in the beginning of this chapter from basic economics: Companies are still aiming to achieve long term profitably. It is the pathway that is changing, not the ultimate goal itself. In other words, companies still need to come up with a product that is superior when compared to the competition and make sure that their business model is sustainable and profitable in the long term.

There are numerous theories that seek to explain how companies are able to achieve the level of innovation required to become singular in the marketplace. Harvard professor Michael E. Porter, also known for his theories on economics, business strategy and social causes, has become associated to the traditional school of thought in this topic through the creation of its Diamond Model. With this theory, Professor Porter sought to understand why companies based in certain nations have are capable of continuous innovation and overcome multiple barriers to change. According to Porter, the answer lies in four main characteristics of a country:

- **Factor Conditions** - The level of development of a country in advanced factors of production, such as skilled labor. Most of these factors are not country-inherited.
- **Demand Conditions** - refer to the quantity and quality of home-market demand for the industry's product or service.
- **Related and Supporting Industries** - the existence or nonexistence of competitive industries, capable of supporting a company's operational needs.
- **Firm Strategy, Structure, and Rivalry** - National circumstances and context directly affect how national companies are structured, managed and ultimately compete.

Besides the fact that each of these attributes represent one point of the diamond of national advantage, their effect is not independent. In other words, the contribution of one point will always be dependent on how developed the remaining three are. In addition, Porter argues that the points of the diamond are also self-reinforcing, especially from the power of two specific elements - domestic rivalry and geographic concentration - forming a true ecosystem that not only affects a specific industry, but creates an environment that fosters clusters of competitive industries.

Lastly, Porter devotes some time to shed a light on the impact that the Government can have in shaping the competitiveness of their companies. He defends that the Government must not have neither one of the two common positions: a more liberalized nation or the existence of more government help and control over the economy. In his view, a Government's proper role "is to encourage—or even push—companies to raise their aspirations and move to higher levels of competitive performance, even though this process may be inherently unpleasant and difficult".

There are multiple examples of companies that benefited from expansionist Government policies. However, when analyzing their role in supporting the operation of technological firms and their revolutionary business models, Governments have in most cases become the bottleneck

of innovation. Simply put, they became incapable of keeping up with technological advancements, which in most cases led to situations such as Uber's context in Portugal. The inexistence of a legal backbone is at best not beneficial to any stakeholder.

Consequently, and by applying a fraction of Porter's model to the case of Uber, one can conclude that Porter's traditional theory lacks the ability of explaining how companies with revolutionary business models are able to succeed. As a result, newer theories and perspectives from modern academia must be analyzed to understand and contextualize the case of Uber.

Uber for Business in the context of a Blue Ocean Strategy

Uber is indeed one of the most recent examples of a company that decided to revolutionize a particular industry - in this case ground transportation - through the power of smartphones and the push of a button. Before competitors such as Lyft and Cabify existed, its product differentiation to traditional taxis was the recipe for such exponential growth. However, technological advancements and the level of dynamism in most advanced economies is such that companies must not settle, even when their product is years ahead of competition.

Professor Paul Nunes and Tim Breene exposed this clearly with the "Hidden S-Curves and Financial Performance" concept. Simply put, financial performance is delayed from the three major hidden curves: *Market Relevance*, *Distinctiveness of Capabilities* and *Talent Development*. This implies that months or even years before companies start to degrade their financial health, their hidden curves slow down and could even start to decrease.

Uber is certainly aware of this need to constantly change and upgrade their existing value proposition. The app suffered major updates and multiple efforts have been made to satisfy both riders and drivers. Nevertheless, the American company understood that if Uber wanted to become a truly global company, differentiation was not enough to succeed. The company had to

be able to build an ecosystem that could lock its users into such a strong loyalty loop that any competitor would run out of business. In other words, Uber had to be capable of developing what is now defined by modern academia as a *Blue Ocean Strategy*.

Blue Ocean Strategy was written by W. Chan Kim and Renée Mauborgne - both professors at INSEAD and co-directors of the INSEAD Blue Ocean Strategy Institute - from the study of 150 strategic moves within 30 industries during more than one hundred years.

Essentially, the authors concluded that companies succeed if able to create uncontested market space, what they define as “blue oceans”, instead of fighting competitors directly, moving into “red ocean” territory. By making the competition irrelevant, the value of the company and of its stakeholders would increase dramatically as they have just generated a new type of demand that could only be satisfied by their own products and services.

Indeed, Uber for Business can be seen as Uber’s strategic move to develop a Blue Ocean Strategy. Before the existence of Uber for Business, companies weren’t able to have a consistent ground transportation provider that granted not just visibility but a secure and reliable instrument for their employees to move around most parts the globe. Present in more than 630 cities worldwide, the company is allying its truly global availability - a competitive advantage that no other player can deliver at this scale - to a never properly explored B2B segment that, as mentioned above, was worth \$250 billion in 2015.

This current differentiation is a clear start to this long term ambition, but what Uber is investing at the moment is what could indeed make this vision a reality. In a perfect scenario, Uber could be helping companies streamline their expense process and reduce costs with ground transportation through the adoption of Uber for Business, but could also provide meals to late night workers through Uber Eats and deliver production to their stores through UberFREIGHT. All in all, as Uber expands its operation to new businesses and integrates them into a single, more

advanced product, Uber will indeed make its way into blue ocean territory, where possibilities are endless and competition becomes truly irrelevant.

Theoretical Application

Creating a Blue Ocean Strategy is indeed the long term objective of any ambitious and innovative company as Uber is. However, this theory lacks the ability of justifying why has Uber decided to invest its present resources into the creation of a Uber for Business sales team in Portugal. As such, one of the most famous academic frameworks, a SWOT analysis, will be used to better understand the reasoning behind the decision of investing in a Uber for Business team in Portugal, as well as explore its potential.

SWOT framework in the context of Uber Portugal

Strengths

International availability - Uber is already available in more than 630 countries, in more than 80 countries worldwide.

Partner supply - Having a considerably higher number of partners than any competitor increases supply exponentially, allowing Uber to achieve an extremely low Estimated time of Arrival (ETA) when compared to its direct competitor. For reference, as of July 2017, Uber achieved an average ETA of 3.3 minutes in both Lisbon and Oporto.

Brand Equity - Uber was considered by Marketeer in 2017 as the best brand in the digital economy sector.

Weaknesses

Uber for Business pricing - Uber for Business adds a 10% service fee to the total spent by the company in a given month. This addition fee becomes an even bigger challenge as the competition does not charge any service fee on top of the cost of a given trip.

Lack of a monthly invoice solution - up to this moment, Uber issues an invoice for every trip that is taken. This creates a big workload for companies that are looking for a solution that eliminates the need of processing dozens or hundreds of invoices per month.

Legal situation - currently, the Portuguese parliament hasn't been able to reach an agreement as to define the context and operation of mobility solutions such as Uber and Cabify.

Opportunities

Integration of multiple Uber businesses - Uber has just announced the launch of another business segment in Portugal, Uber Eats. As Uber starts to expand its ecosystem across more business, the company starts to lock its user base and creates higher perceived substitution costs.

Public perception change on car ownership - According to a study conducted by ORB, Lisbon is the European city with the highest diary utilization of personal cars (71%). However, what is more encouraging is that 76% of respondents consider that apps such as Uber or similar are plausible alternatives.

Threats

Legal requirements to operate - As there are still no legal context defining the operation of Uber, there are also no guarantees regarding the requirements that the parliament will demand in order to allow the company's operation.

Uber's future in key European markets - Uber's Policy approach has matured considerably since the early days of uncontrolled permissionless innovation. That strategy allowed for

exponential expansion, but the backlash continues after years. Country regulators have generally been banning Uber as its service supposedly violates local taxi licensing laws. Even though these situations hurt the company, episodes such the London ban by the Transport for London (TfL) are deeply more severe, not just because the city is key to Uber's growth, but because the objections started to be directed to the company itself. If Uber shows that is not capable of performing the regulatory tasks with greater responsibility and care, the situation could easily infect other European countries.

Case Discussion

Note: As explained above, given Uber's legal context and the blocking of its main website domain, Uber for Business inbounds are rare as most companies cannot contact the company. As a result, this process was built under the premise of an Outbound-focused process.

Prospecting

The prospecting stage could be seen as an instrument to maximize probability of contacting leads with qualified potential. In order to do so, a company database was acquired containing relevant information such as industry, location, revenue, general email, website, and phone number. From this data, two main segmentation variables are used to prioritize outreach: industry and number of employees. These two variables in use have proven to be the best variables to estimate qualified potential before any initial outreach. From this analysis, it was possible to conclude that certain industries were more prone to the use of Uber for Business, namely industries such as consulting, financial and legal services. Even though the bigger the company, the higher was their expected potential, it was important to understand the magnitude of the company as to better study the best channel to approach it. Moreover, since there is still no monthly invoice solution available, targeting enterprise tier companies would not be advisable.

After identifying which industries were heavy users, each SDR was in charge of one of them and to build the right approach based in the overall culture and industry structure. Both SDRs were using Social Selling tools such as LinkedIn Sales Navigator to understand who was the right person to talk with.

In the beginning, the team was cold calling every company independently of its size. However, after the first months of implementing this strategy, the team found an optimal segmentation based in the number of employees:

- **Companies above 50 employees** were cold called, asking to speak with a particular person that was believed to be the company's Point of Contact (PoC).
- **Between 20 and 50 employees**, a cold email is sent to the company's general email.
- **Below 20 employees**, companies are not proactively contacted.

Qualification

Qualification stage allows the team to quickly predict expected monthly ride potential before investing more time and resources on a certain lead.

The qualification stage begins once a lead has replied and manifested any type of interest in understanding how Uber for Business works. While interacting with the prospect, in 90% of the cases the SDR strives to schedule what is called a qualification call (Q-call) as to avoid having to personally meet all prospects without having any insight on how much would their monthly trip ride potential be. As the U4B team is only composed of 2 SDRs, this model has proven to be the most effective and scalable given the available resources.

Once the qualification call ends, the SDR defines if the lead is qualified or not. In simple terms, a qualified lead has to fulfill the following criteria:

- > X number of employees
- > Y expected monthly spent

A lead that fits into the aforementioned criteria is considered to be qualified, moving to the next stage of the process - the proposal stage. On the other hand, unqualified leads are given a series of documents to create an U4B account by themselves. This self-serve process ensures that SDRs are not allocating their time to unqualified leads which will not bring enough revenue to justify the interaction.

Proposal

As explained above, once a lead is considered to be qualified, it moves to the proposal stage. At this stage all relevant information is shared with the company, explaining all the advantages of Uber for Business. For high potential companies, in-person meetings demoing the product could be a valuable trigger to increase probability of moving to the closing stage.

From the team's experience, the Proposal stage is also the stage where most opportunities are closed lost. The main reasons behind this phenomenon are the following:

- **Service fee** - companies fail to recognize enough value in Uber's corporate product to justify paying an additional 10% service fee, especially when there is a 10%-20% price difference to taxis.
- **Lack of monthly invoice solution** - some companies need to create a supplier in their procurement system for each trip taken in case the Uber partners are not the same. If having a considerably higher number of partners than any competitor increases the convenience of the service, not having a monthly invoice solution can bring unbearable operational work to any qualified lead.

Given that the majority of the companies that have chosen not to adopt Uber for Business

mention the product's service fee as the main reason for not going forward, the team was given the possibility of offering the first month with a 0% service fee, in order to give companies a chance to understand the value of the product in advance. Besides, even though the local team has no influence on the pricing strategy of Uber for Business as the same pricing holds for every country where Uber operates, the SDR team has been working on adding different dimensions to the proposal where the team is able to provide more flexibility:

- **Direct channel of support** - through Uber for Business, the company will be able to contact directly the U4B support team, therefore having a personalized channel of contact
- **Offering UberSTAR to the company's top management** - for reference, UberSTAR offers an exclusive access to a new option in the Uber app that allows to request an UberX trip directly from top rated drivers, in order to provide the best possible experience to any STAR rider
- **Creation of personalized discount codes to company's new riders** - this code is created by Uber's marketing and partnerships team. It is the only scalable way to share a personalized code with the name of the company amongst every employee, offering a 5€ discount to the first trip of any new rider.

Closing

Even after a company confirms its interest in using Uber for Business, there is still an entire stage dedicated to this process. Creating an account does not implicitly mean Uber is extracting the company's full ride potential. In fact, most companies start initial tests with a small subset of employees. As a result, experience has shown the team that at this stage it is crucial to strengthen the relationship between both parts as to ensure that full ride potential is extracted.

Extracting the full ride potential of a company normally implies that an U4B company roll-out occurs. This means that all employees would be invited to belong to the company's corporate account.

As to stimulate this, the creation of an implementation plan has been found to promote regular contacts with the company and ensure commitment on roll-out dates. The implementation plan starts with the following closing process:

- **Day 1** - Account is created adding a limited group of employees. A conference call is scheduled to talk about initial experience and/or problems regarding a particular issue.

- **Day 25** - Company shares feedback with U4B team. Last minute details are solved. Both parties agree on a follow-up call date to invite the remaining employees.

- **Day 30** - Once roll-out occurs, company is added to a client success stage as to provide feedback on company usage.

Once this process is completed, the account turns into a customer, moving to the following account management process:

- **Day 1** - A welcome email is sent, explaining necessary information before the first rides are completed.

- **Day 15** - Uber for Business adoption update is sent via email highlighting the performance of important KPI's.

- **Day 45** - Another Uber for Business adoption update is sent via email reinforcing the changes in the aforementioned KPI's.

Next Steps

It is no secret that Uber for Business is a medium term investment of the company. This statement helps to explain why only a handful of countries where Uber operates do have a dedicated team exploring the opportunities of a \$250 billion market.

However, the fact that new geographies such as Sweden and Poland are also evaluating this possibility leaves room to believe that investing in the corporate segment could be one of Uber's main gateways to become present in different contexts of its riders' needs and make its way into blue ocean territory.

Even though Uber Portugal has not allowed to share any numbers regarding the business impact of this project, internal data have proven that this strategy was a success and must be continued in order to keep reaching new milestones.

As a result, the Portuguese Uber for Business team keeps looking into new models that could help streamline the sales process as well as make it more scalable. By doing so, the team is striving to improve resource allocation and unlock new business opportunities.

Bibliography

- André, M. R. (2015, May 5). *Shifter Portugal*. (M. R. André, Producer) From Se a Uber não é um serviço de táxi, é o quê afinal?: <https://shifter.pt/2015/05/se-a-uber-nao-e-um-servico-de-taxi-e-o-que-afinal/>
- Bento, R. (2017, March 14). *Uber Newsroom*. (R. Bento, Producer) From Tecnologia e inovação como sinónimo de melhor mobilidade: <https://uberportugal.pt/melhormobilidade2017/>
- Bogard, T. (2016, Dec 16). *Uber Newsroom*. (T. Bogard, Producer) From Uber For Business: The Big Picture: <https://www.uber.com/newsroom/uber-for-business-the-big-picture/>
- Christensen, Clayton M. (2016). *The Innovator's Dilemma*. (T. I. Dilemma, Ed.) Salt Lake City: Harvard Business Review Press; Reprint edition (5 Jan 2016).
- Faria, R. (2016, April 28). *Jornal de Negócios*. (R. Faria, Producer) From Táxis versus Uber: os argumentos de cada lado: http://www.jornaldenegocios.pt/empresas/transportes/detalhe/taxis_versus_uber_os_argumentos_de_cada_lado
- Jade, J. (2017, April 19). *ecommerceIQ*. (J. Jade, Producer) From How Amazon is Dismantling Retail and Destroying Brands: <https://ecommerceiq.asia/scott-galloway-amazon-dismantling-retail-destroying-brands/>
- Jordan, J., & Kelly, R. (2015, January 21). Companies with a Formal Sales Process Generate More Revenue. *Harvard Business Review*.
- Jr., M. R. (2011, November 7). Customer Relationship Management (CRM)'s Impact on B to B Sales Professionals' Collaboration and Sales Performance. *Journal of Business-to-Business Marketing*.
- Junceiro, P. (2017). *Lisboetas são os que mais usam carro próprio na Europa*. From Motor24: <https://www.motor24.pt/noticias/lisboetas-sao-os-que-mais-usam-carro-proprio-na-europa/>
- Kurlan, D. (2015). *Growth Institute*. (D. Kurlan, Producer) From The Hidden Benefits of a Structured Sales Process: <https://blog.growthinstitute.com/sales/structured-sales-process>
- Marketeer. (2017). *Conheça os vencedores dos Prémios Marketeer 2017*. From Marketeer: <http://marketeer.pt/2017/05/26/conheca-os-vencedores-dos-premios-marketeer-2017/>
- Markman, J. (2017, May 23). *Forbes*. (J. Markman, Producer) From The Amazon Era: No Profits, No Problem: <https://www.forbes.com/sites/jonmarkman/2017/05/23/the-amazon-era-no-profits-no-problem/#4d4282c6437a>
- Michael Porter*. (2017). From Wikipedia: https://en.wikipedia.org/wiki/Michael_Porter
- Nunes, P., & Breene, T. (2011, February). Reinvent Your Business Before It's Too Late. *Harvard Business Review*.
- Porter, M. E. (1990, April). The Competitive Advantage of Nations. *Harvard Business Review*.
- Rachleff, A. (2013, February 16). What "Disrupt" Really Means. *TechCrunch*.
- Schultz, M. (2016). *The Sales Management Association's Blog*. (M. Schultz, Producer) From How Important is Sales Process for Sales Performance?: <http://salesmanagement.org/blog/how-important-is-sales-process-for-sales-performance-?10138>
- Sundararajan, A. (2017, September 24). *London's Uber ban is a message to a reckless tech ethos*. (A. Sundararajan, Producer) From The Guardian: <https://www.theguardian.com/commentisfree/2017/sep/23/london-uber-ban-message-to-reckless-tech-ethos>